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## **Educational Policies Committee Program Proposal, Jon M. Huntsman School of Business, March 30, 2012 – Hospitality and Tourism Management Minor**

Utah State University

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**Department of Management  
Jon M. Huntsman School of Business  
Utah State University**

**Proposed Curriculum Revisions**

**The Need and Purpose**

Over the years the courses and programs of study sponsored by the Management Department in the Huntsman School of Business have proliferated through mergers with other departments and programs, often out of necessity rather than by design. The result has been the emergence of a collection of seven majors that in some cases are outdated, and as a group have become increasingly difficult to deliver with existing faculty resources.

The Management Department faculty has known that its majors needed critical review and restructuring to prepare its graduates for career paths in a job market that has changed significantly. In addition, as a Land Grant Institution, the Management Department has a responsibility to deliver high quality programs of study throughout the State of Utah. R312-8 states that the Management Department has a statewide responsibility to deliver business education. The proposed changes will make every degree offered by the Management Department scalable to the entire State of Utah with the same academic curriculum students would receive if they were in a Utah State University on-campus classroom.

The proposed curricular revisions will provide the course content necessary to prepare graduates for today's job markets. As will be described, the design change eliminates four majors and concentrates faculty resources and assets on three majors.

**Management Department Curriculum**

The entire Management Department faculty and staff, including Regional Campus and Distance Education faculty, have worked together to restructure the curriculum, focusing upon functional specializations, cutting edge pedagogy and design excellence. The objectives the Department sought to achieve in the redesign included the following:

1. Focus on building brands and degrees of distinction that would bring state and national recognition for graduates.
2. Build degrees that would best prepare students for effective job market entry.
3. Ensure that the content in the courses and degrees offered is complete, current, and rigorous.
4. Optimize human capital, resources, and assets of the department.
5. Prepare students for the realities of not only the current business environment but also equip students for challenges of the future.

The Management Department has restructured its majors and upon approval will begin to implement the curriculum design in the fall of 2012.

The Management Department will offer programs of study in the following three existing majors:

1. Business Administration. The business administration major prepares students for positions such as Business Manager, Business Analyst, Benefits Administrator, Account Executive, Department Administrator and Entry Level Professional Positions. The redesigned major requires 69 credits (40 credits of Huntsman School of Business Acumen, 29 credits focusing upon the Business Administration discipline).
2. International Business. Approximately 60% of USU business student have foreign language competency. The international business major develops the skills and knowledge needed to provide leadership in the global marketplace. This requires not only being able to manage customers, products, and processes in global supply chains, but also understanding the social, political, and cultural dimensions of business in an international environment. The restructured International Business major requires 70 credits (40 credits of Huntsman School of Business Acumen and 30 credits focusing upon the international business discipline).
3. Marketing. The marketing major was completely restructured to ensure that USU graduates have the skills to succeed in a marketing career. The major ensures that graduates are able to perform rigorous market analysis, write marketing plans, lead sales teams and accounts, build strong brands and position products effectively in competitive market places. The redesigned major requires 67 credits (40 credits of Huntsman School of Business Acumen and 27 credits focusing upon the marketing discipline).

Department of Management has several minor degrees that are proposed, pending or currently exist. The Management Department faculty spoke with key stakeholders including future employers and industry thought leaders and determined that the minors listed below; along with the revised management majors prepare Utah State University students to succeed in today's job market and help them achieve their career goals.

1. Entrepreneurship (proposed minor, attachment A)
2. Hospitality and Tourism Management (proposed minor, attachment B)
3. Human Resource Management
4. International Business
5. Management
6. Operations Management

The Management Department faculty proposes to eliminate four majors. The elimination of the four majors allows better asset utilization and improved focus on areas in which distinction can be achieved by concentrating on the three majors described above. The detailed justification for the elimination of each degree can be found in the attachments. The degrees proposed for elimination include the following:

1. Human Resources (attachment C)
2. Operations Management (attachment D)
3. Entrepreneurship (attachment A)
4. Bachelor of Business (BUS, attachment E)

## **Implementation of the Proposed Curriculum**

Students who have declared Human Resources, Operations Management, Entrepreneurship or BUS majors and are currently enrolled in those programs of study will be allowed to complete their degree. They will be phased out over a three-year period as described below. By 2015 all students enrolled in the Human Resources, Operations Management, Entrepreneurship and/or Bachelor of Business degrees will have graduated and the three, restructured majors will be delivered by the Management Department.

### 2012:

Incoming freshman will declare one of the three Management Department majors (Business Administration, International Business or Marketing) and enroll in University General Education courses during their first year of studies.

Sophomores will enroll in the Jon M. Huntsman School of Business Acumen Courses (courses are scaled for RCDE students)

Juniors will complete Jon M. Huntsman School of Business Acumen Courses and begin Major courses in Business Administration, International Business and Marketing or in one of the discontinued majors that includes Human Resources, Operations Management, Entrepreneurship and BUS majors.

Seniors will complete major coursework in all degrees that may include the discontinued degrees.

### 2013:

Sophomores will enroll in the Jon M. Huntsman School of Business Acumen Courses (courses are scaled for RCDE students)

Juniors will complete Jon M. Huntsman School of Business Acumen Courses and begin Major courses in Business Administration, International Business and Marketing or in one of the discontinued majors that includes Human Resources, Operations Management, Entrepreneurship and BUS majors.

Seniors will complete major coursework in all degrees that may include the discontinued degrees.

### 2014:

Juniors will complete Jon M. Huntsman School of Business Acumen Courses and begin Major courses in Business Administration, International Business and Marketing (Major courses will be scaled for RCED students).

Seniors will complete major coursework in all degrees that may include the discontinued degrees.

### 2015:

Seniors will complete course requirements for degrees in Business Administration, International Business and Marketing (all courses will be scaled for RCED students). Beginning the fall 2015 all students will be enrolled in one of the three Management Department Majors and/or the minor offerings. All discontinued degrees will have been phased out.

## **Attachment B**

### **Section I: Request**

The Management Department in the Huntsman School of Business in partnership with Regional Campuses and Distance Education would like to begin a new Hospitality and Tourism Management Minor to be offered both on the Utah State University Logan Campus and at all of the Regional Campuses. The Hospitality and Tourism Management Minor, in combination with a USU major in environmental science, recreation management, business administration, or agriculture will give USU students career options both in and out of the regions where they earn their degree. The Hospitality and Tourism Management Minor will provide graduates with the skills to positively impact the economy in some of the most distressed areas in the State of Utah.

### **Section II: Need**

The Utah Bureau of Tourism reported that tourism had at least a \$5 billion direct impact on the Utah economy, over \$10 billion if the multiplier effect is applied. Utah has over 17.5 million visitors annually and the industry accounts for over 10 percent of the state's employment. The tax equivalent from tourism is at least \$444 per household per year and that the return on investment into tourism is 8 to 1. In short, the hospitality and tourism industry is one of the largest industries in the state. Even with the current national economic downturn, tourism in the State of Utah remains stable. The growth potential for this industry and employment prospects for well trained Utah State University students are very strong.

Traditional models of hospitality and tourism management education tend to focus on fundamental instruction (e.g., textbook) with practical experience obtained through internships or other forms of work-integrated learning. Conversely, the proposed minor for the Hospitality and Tourism Management Minor at Utah State University is based on an adaptation of the "executive education" model. This adaptation to a Hospitality and Tourism Management Minor allows for a more customized approach to the delivery of the program. In particular, this means that the program will include, not only the foundational and general content of a more traditional model, but specific content about hospitality and tourism that is directly relevant to Utah and the Intermountain Region. In doing so, the proposed minor is intended to better prepare graduates to be able to effectively address issues that are vital to the success of the hospitality and tourism industries within the state and throughout region. In addition, the proposed minor is multidisciplinary and contains aspects of hospitality, tourism, and business.

#### **Course Requirements**

The proposed requirements for a minor in Hospitality and Tourism Management (HTM) include five courses totaling 15 credit hours.

The first course is designed to be broad and focuses on the general principles of marketing strategy as it relates to both the hospitality and tourism sectors of the economy with special emphasis on the Intermountain Region and the State of Utah. It provides a foundation for understanding how to market and how to manage the wide array of opportunities and challenges within these sectors including: lodging, theme parks, special events, convention and visitor bureaus, destination management organizations, and offices of tourism. A second course provides a deeper understanding tourism as it relates to the state of Utah and the intermountain region. Three other courses focus on the core foundation of hospitality as it

relates to lodging/resort operations: (1) revenue/cost management principles, (2) hospitality management, and (3) tourism and event management. Inherent in each of these courses is the inter-relationship between hospitality and tourism. Each course also incorporates the general job competencies expected of entry level hospitality and/or tourism management positions.

It is expected that the coursework will also reflect not only well-established principles of sound management practice but emerging trends in the administration of hospitality and tourism services. As such, for each of the course descriptions, research articles that address important issues in HTM are included to provide analytical knowledge that is essential for effective decision making. The content of these, and other articles, should be considered in the execution of each course in order to ensure that the knowledge being transferred to students is both relevant and timely (i.e., state-of-the-art). In this way, the program can provide a competitive advantage vis-à-vis alternative programs that provide mainly foundation knowledge (i.e., textbook instruction). Finally, the proposed curriculum reflects the principles of an executive education program (i.e., customized to Utah and the Intermountain Region) at the undergraduate level. As such, it is consistent with the concept of professional development.

Course descriptions for all of the courses included in the proposed minor, justification for those courses, and prerequisites are as follows:

### **MGT 3900: Strategic Marketing in Hospitality and Tourism**

#### **Course Description:**

This course describes the nature and scope of career opportunities in hospitality and tourism. It provides an introduction to the language of hospitality and tourism management, describes how to identify, understand, and segment target audiences and discusses role of customer relationship management in hospitality and tourism management. Students also learn how to design and implement effective marketing communications, use market research in hospitality and tourism management, and review and evaluate best practices in the hospitality industry.

#### **Course Justification:**

This is the first course in the proposed minor for hospitality and tourism. It provides the foundational knowledge that students are expected to know; that is, the basic language, ideas, and concepts of the hospitality and tourism industry and the marketing and management competencies therein. In short, this is a survey course upon which higher level learning and application can be applied. There is a major stream of research and theory that will be applied to this course from the economic, marketing, management, and strategy literatures.

### **ENVS 3400 – Fundamentals of Tourism**

#### **Course Description:**

This course examines the foundational concepts of the tourism industry with a focus on Utah and the Intermountain West. It provides an understanding the tourist market with respect to demand and supply; assesses the current state of the industry as a whole and in the region; examines the economic, political, cultural, and environmental contexts in which the tourism industry operates; and investigates tourism planning, development, marketing, and management efforts at various levels for state, regional, county, and local stakeholders.

**Course Justification:**

Having a well-grounded understanding of the principles of tourism, particularly as it relates to Utah and the Intermountain West, provides a unique opportunity for our graduates to make a meaningful and immediate contribution to the tourism industry in this region.

**MGT 3910: Revenue and Cost Management in Hospitality and Tourism****Course Description:**

This course provides a foundation for managing revenues and costs in the hospitality and tourism industry. Students will learn how to analyze financial statements in the industry and how to effectively use them in strategic/tactical decision-making. Strategies for optimizing sustainable profitability will be explored. The course will rely upon simulations, role-play, and cases to analyze trends and develop effective **revenue management** strategies.

**Course Justification:**

This course is fundamental to those working in the hospitality and tourism industry. Employers expect graduates from programs of study focusing on hospitality and tourism to have a firm understanding of the theory, models, and concepts related to cost management and revenue specific to that industry. The course will rely upon a very strong stream of research that examines these issues. Students with a clear understanding of consumer motivations, lifestyles, and benefits and how they drive costs and revenues will be attractive to future employers.

**Pre-requisite:** MGT 3900

**MGT 3920: Hospitality Management and Operations****Course Description:**

This course provides an overview of the logistics and operations of the tourism and hospitality industry including: lodging management practices, special event planning, food and beverage, housekeeping, etc. The day-to-day decisions that are a part of the tactical side of the tourism and lodging industry will be taught. Special topics such as service recovery, impression management, and the use of social media will be examined. Finally, human resource management within the industry will be considered including recruiting and retaining a high quality workforce.

**Course Justification:**

Employees in the tourism and hospitality industry must be able to effectively execute tactics and strategies in order to help ensure market success. To help accomplish this objective, they must have foundational knowledge and the capability to effectively and efficiently manage the operations of an organization in the industry. This course must be a part of the core courses required for the minor in Hospitality and Tourism Management. Without a strong foundation in hospitality management and operations concepts, graduates will not be attractive candidates for employment in the industry.

**Pre-requisite:** MGT 3900

**MGT 3930: Tourism and Event Management****Course Description:**

Core revenue drivers in the Tourism and Hospitality industry are special events, meetings, conferences, conventions, festivals, guided tours, and tradeshow. This course provides students with a fundamental understanding of the role that each plays in hospitality and tourism as well as the management principles

needed to be an effective administrator. The course also provides students with the service skills that are considered essential to managing different types of customers with very different motivations and needs.

**Course Justification:**

Recent research has found that meetings and special events coursework is a critical part of a Tourism and Hospitality program of study (Cecil, Reed and Reed, 2011). Graduates from the USU Hospitality and Tourism Management Minor who can help an organization or region build its revenue through special events planning and execution will be very marketable. This course is a logical capstone course for the minor after students have had the survey course and learned the operations, marketing, management, and finance of the industry. This course will give our students a differentiated advantage in the job-market.

**Pre-requisite:** MGT 3900, MGT 3910, MGT 3920

The job competencies that will be developed with this minor include:

1. Knowledge of the realities involved in the type of work found in the tourism and hospitality industry.
2. Knowledge of the basic terminology used in the lodging industry.
3. Knowledge of lodging management practices.
4. Knowledge of guest service standards.
5. Knowledge of hospitality products and services.

**Section III: Institutional Impact**

The Hospitality and Tourism Management Minor will reside within the Management Department of the Jon M. Huntsman School of Business. Professor Ken Bartkus will manage the minor under the direction of James H. Davis, Head of the Management Department. Professor Bartkus performs research and has established a national reputation for his research and academic thought leadership in the hospitality and tourism industry. A newly hired instructor will broadcast four of the courses from the Moab Regional Education Center to all Regional Campuses and to Logan-campus students. The fifth course will be taught by Professor Steve Burr from the College of Natural Resources at Utah State University. This course will be broadcast from the Logan Campus.

Existing distance learning technology will be used to broadcast the minor statewide.

**Section IV: Finances**

Funding for the Hospitality and Tourism Management Minor will come from the RCDE Program. The cost for delivery of the program will be labor. The technology, infrastructure, and structure to deliver the program are in place.

Source of Funding: Regional Campuses and Distance Education			
	Salary	Benefits	Total
New Instructor	\$80,000	\$35,200	\$115,200



Program management	\$10,000	\$4,400	\$14,400
<b>Subtotal</b>	\$90,000	\$39,600	\$129,600
		<b>Development and Delivery Expense</b>	
FACT Course Development (\$600/cr x 12cr)		\$7,200	
Delivery and Center Support (\$67/cr x 30 x 12cr) (30 student estimate )		\$24,120	
Initial Marketing		\$10,000	
Travel (estimate)		\$4,000	
Professional Development (estimate)		\$3,000	
<b>Subtotal</b>		\$48,320	\$48,320
<b>Total</b>	\$90,000	\$87,920	\$177,920